

STATE OF COLORADO

COMMITTEE

ON

UNEMPLOYMENT
AND RELIEF



REPORT OF SECRETARY

DENVER, COLORADO
THE SMITH-BROOKS PRINTING COMPANY, STATE PRINTERS
1916

COLORADO STATE PUBLICATIONS LIBRARY



3 1799 00103 1657

Class 331.8 Author C7t

University of Colorado
Library

REFERENCE BOOK

Gift of

Colorado.

Accession No R4048

STATE OF COLORADO

COMMITTEE ON UNEMPLOYMENT AND RELIEF

F. J. RADFORD, Trinidad, Chairman
H. J. ALEXANDER, Denver, Treasurer
ALBERT A. REED, Boulder, Secretary



REPORT

STATE OF COLORADO

1916

Digitized by the Internet Archive
in 2015

F4048
331.8
C71

TO HIS EXCELLENCY, HONORABLE GEORGE A. CARLSON,
GOVERNOR OF COLORADO.

On behalf of the State of Colorado Committee on Unemployment and Relief, I respectfully submit the following report :

Appointment of Committee.

Your Committee came into existence on March 23rd, 1915, by virtue of an executive order* issued by your Excellency when it became apparent that the State was confronted by an extraordinary problem of unemployment the solution of which demanded the creation of some extra governmental agency. A succession of circumstances had combined to throw thousands of men out of work and to deprive them utterly of any means of livelihood. As a result many families, ordinarily self-supporting and thrifty, were suffering the greatest privation. Many of them, if not actually without food, were on the verge of starvation. There was no governmental board or officer charged with the duty or supplied with the funds to remedy this destitution, and the facilities of the usual social and charitable organizations were wholly inadequate. Realizing that the State must find some method of alleviating this distress, your Excellency felt constrained to appoint a committee of citizens, serving without pay, to study the situation and to devise ways and means of meeting it. To this committee you appointed Mr. F. J. Radford of Trinidad, Mr. H. J. Alexander of Denver, and Mr. Albert A. Reed of Boulder. The members of the committee as designated by your Excellency accepted appointment and at once organized by electing the following officers: Mr. F. J. Radford, president; Mr. H. J. Alexander, treasurer; Mr. Albert A. Reed, secretary.

Origin of Unemployment Problem.

An immediate survey developed the fact that the problem was most acute in the coal mining counties of the State; namely, Las Animas, Huerfano, Boulder, Fremont, Gunnison and Weld. The protracted coal strike which had been in progress in the Northern fields since April 1st, 1910, and in the Southern fields since September 23rd, 1913, had come to an end in the Fall of 1914. The succeeding Winter was an unusually mild one, with the result that the demand for coal was far below normal. There was consequently little demand for labor in the mines and the strikers were compelled to remain in idleness. So long as the coal miners' union continued to pay strike benefits to its members, the strikers were able to provide themselves with the bare necessities of life, but upon the withdrawal of these benefits in February, 1915, the

*See Appendix "A."

men were deprived of their only means of support. It was then that the spectre of starvation made its appearance.

Survey of Conditions.

In Las Animas and Huerfano Counties, where conditions were worst, the Trinidad Chamber of Commerce, under the leadership of its then president, Mr. F. J. Radford, and with the assistance of the County, began to do what it could to alleviate the distress. A system of county road building was inaugurated to provide work for the unemployed, but the funds at the disposal of Mr. Radford were far from sufficient. In Boulder, likewise, the county commissioners with limited public money were endeavor-



Santa Fe Trail, Near Trinidad, Colorado. Fisher's Peak in Background. Work Prosecuted Under Supervision of Committee

ing to supply the needs of those who were in greatest distress. In spite of these efforts on the part of the Trinidad Chamber of Commerce and of the county authorities, assisted to some extent by private charitable organizations, the situation was but slightly improved.

The committee found that in Las Animas County there were from one thousand to fifteen hundred families in immediate need; in Huerfano County an equal number; in Boulder County from five hundred to eight hundred families; in Fremont County from three hundred to five hundred; in Gunnison County from one hundred fifty to three hundred; in Weld County from one hundred to two hundred; and in Garfield County about one hundred.

Work, Not Charity, Wanted.

It was obvious at once that the problem was not one of charity. The families in need were not such as would be willing to become objects of ordinary public aid; they had been overtaken by an unusual industrial disaster and they sought only an opportunity to work. It was the task of the committee to find this work. The plan of road building which had been evolved in Las Animas County under Mr. Radford seemed peculiarly adapted to the situation and, at the suggestion of your Excellency, the committee undertook to see what could be done to extend the plan so as to embrace the entire State, or at least all those counties which were most afflicted with unemployment.

The first appeal, therefore, was to the State Highway Commissioner. It was found, however, that owing to circumstances which had arisen before the unemployment problem was foreseen, no funds were available from this source for immediate use. It was impossible to divert any money from the State Treasury to immediate relief. Turning to the various counties, the committee found a similar condition. Provision had already been made for the expenditure of the county revenues and in every instance the road fund was being used as far as it would go without in any sensible degree reducing the distress.

Appeal to Rockefeller Foundation.

Immediate relief was necessary. Private charity had done what it could and public resources were being employed to their utmost. To have launched a campaign for contributions would have been of doubtful value and would have occasioned delay, an element which the committee felt bound to eliminate. At this juncture, therefore, the committee turned to the Rockefeller Foundation.

After the strike benefits had been withdrawn and the coal miners' union had indicated that no further relief could be expected from it, a mass meeting of strikers at Trinidad had appealed to Mr. John D. Rockefeller, Jr., for assistance.* The appeal of the miners to Mr. Rockefeller was seconded by the Trinidad Chamber of Commerce, but Mr. Rockefeller in reply pointed out that the Colorado Fuel and Iron Company was making every provision for the assistance of the families of its former employees and that in the absence of a formal request from an authorized state body, any contribution from without the state would be susceptible of misinterpretation. Mr. Rockefeller intimated, however, that if the state should make representations to the Rockefeller Foundation, that organization would act.

In its capacity as a state agency, therefore, the committee laid the situation before the Foundation, after a conference with Mr. W. L. Mackenzie King, Director of the Industrial Relations Department of the Foundation, who was then in Colorado. As a result of the negotiations which then ensued, the details of which are more fully set out elsewhere in this report,* the Foundation

*See Appendix "A."

pledged itself to supplement whatever funds the committee might be able to secure to the extent of \$100,000, if so much should be necessary. The sum of \$30,000 was deposited in the First National Bank of New York City by the Rockefeller Foundation on April 1st to the credit of the First National Bank of Denver for the immediate use of the committee.

Organization of Relief Work.

Thus financially equipped through the prompt and generous action of the Foundation, the committee began the organization of relief. The system already devised by Mr. F. J. Radford and in operation in Las Animas County of providing the unemployed with work on the public highways appealed at once to the committee as the most direct and useful method of disbursing relief, inasmuch as it served the double purpose of effecting permanent public improvements and of furnishing an opportunity to work



Pioneer Work on Stonewall Road, Near Trinidad. Mr. Radford's Cottage in Right Background.
Work Prosecuted Under Supervision of Committee

to the men who were idle. Out of justice to the Rockefeller Foundation which had placed its funds at the disposal of the committee to relieve the distress of the unemployed, the committee established its first fundamental principle; namely—that none of the money so generously provided by the Foundation should be used for any other purpose whatever. It was decided, therefore, that all expenses incurred in the organization of the work and the disbursement of the fund should be met from other sources in order that every cent of the Rockefeller fund could be used for the purpose for which it was given.

Plan of Relief.*

This end was secured by laying down the condition that every county in which any of the fund was to be disbursed should undertake the responsibility of furnishing at its own expense the immediate supervision of the actual road work, all necessary tools and a pro rata share of the incidental expenses of the committee, which included only the cost of publicity and correspondence. The next consideration was to prevent any possibility of improper use of the funds. For this reason, the committee laid down the rule that it would not pay for work on the roads in cash, but in orders for food and clothing drawn upon reputable merchants in the immediate vicinity of places where the work was being done. To guard against misuse of the orders, the committee made the rule; first, that the issuance of the orders should be entrusted only to foremen of known integrity who should be paid by the county when it proved impossible to find men who could donate their time to the work; second, that every order should have a corresponding stub showing to whom it was issued and for what amount and that the foreman should make out a report in duplicate of all orders, one copy to be filed with the county commissioners and one copy with the treasurer of the committee; and last, that every order should bear the signature of the foreman, the signature of the merchant who honored it and the signature of the banker who accepted it for deposit. To further protect the issuance of the orders it was made necessary that every foreman should provide a bond of \$1,000 to guarantee the faithful discharge of his trust. Finally, in order that as many families as possible might be benefited, it was provided that the men should be employed in shifts, that is to say, that the personnel of the working force should be changed as often as was necessary to give every idle man in the immediate vicinity who wanted work an opportunity to labor at least one or two days every week.

County Officers Co-operate.

The plan won the immediate approval of the county authorities wherever it was suggested. In every instance the county commissioners responded with alacrity and interest. The committee cannot say too much in praise of the spirit of co-operation that was exhibited by the commissioners of every county in which the relief fund was disbursed. The necessary foremen were supplied, as well as the tools, and in some cases even the use of teams was donated by private individuals to further the object of the committee. The commissioners, particularly in Las Animas, Huerfano and Boulder Counties, where the greatest need existed, threw themselves whole-heartedly into the work, and the splendid results that were achieved, especially in actual road improvement, are permanent testimonials to the value of their services.

*See Appendix "B."

Road Work Accomplished.

In Las Animas County fifty miles of highway were reconstructed and four miles of new highway built. In Huerfano County the reconstructed highways measured sixteen miles and the new road seven. In Boulder County twenty miles of highway were reconstructed and 30,830.7 square feet of cement sidewalk were laid on the Campus of the University of Colorado. In Fremont, Weld, Gunnison and Garfield Counties, approximately ten miles of road were reconstructed. The outstanding feature of the work in Las Animas County was the construction of the



Another Scene on Stonewall Road. Work Prosecuted Under Supervision of Committee

Stonewall automobile road along the banks of the Purgatoire River. This is regarded as one of the most perfect examples of mountain highway in the State. It extends for a distance of thirty-two miles along the river and in many places was practically cut out of the solid mountain walls. In Boulder County a long stretch of the Lincoln Highway was completed to the entire satisfaction of the State Highway Commissioner, and a double track road was built up the side of Flagstaff Mountain in the Boulder City Park, affording one of the most impressive vistas to be enjoyed in the country. Along the banks of St. Vrain Creek in Boulder County another mountain road of grandeur and permanence was constructed. In Gunnison County a road was built connecting the Northern part of the County with Delta County and opening a much-needed avenue of travel into a large agricultural area. In the construction of this road the county commissioners of Gunnison County had the invaluable assistance of a

road engineer of the United States Forestry Service. The road workers in Fremont County were employed on the Parkdale Coto-paxi cut-off on the Rainbow Route. It was a difficult piece of work blasted out of the solid mountain.

Number of Families Assisted.

Of more immediate importance, however, was the relief extended. When the work was begun in April, thousands of men, women and children were face to face with starvation. When the funds were exhausted in June, new opportunities for work in other and normal lines were manifesting themselves, while the destitution and suffering which otherwise would have been disastrous had been reduced to a minimum. In Las Animas County seventeen hundred eighty men were given employment, extending aid to more than one thousand families. In Huerfano County four hundred seventy men were employed and three hundred sixty families assisted. In Boulder County eleven hundred men were employed and six hundred thirty-four families assisted. In Weld County two hundred men were employed and one hundred forty-one families assisted. In Fremont County five hundred men were employed and four hundred families assisted. In Gunnison County one hundred fifty men were employed and one hundred families assisted. In Garfield County fifty men were employed and thirty families assisted.

Assistance from Other Sources.

With regard to the relief work in Las Animas and Huerfano Counties it should be stated that the Colorado Fuel and Iron Company and other private organizations contributed materially to general relief work both before and after this committee undertook the administration of the Rockefeller Foundation Fund, and that after the road work was commenced the funds at the disposition of the committee were supplemented by both counties. A total of \$31,780, was derived from the County of Las Animas, and \$4,760 from the County of Huerfano. Payment was made to the individuals to whom work was given at the prevailing rate of wages for such labor; namely, twenty-five cents per hour for an eight-hour day.

Publicity Campaign.

After the system of relief had been organized and the distribution of the fund had been begun, the committee was impressed with the fact that the road work which was being carried on was necessarily of a temporary character. It realized that if any permanent solution of the unemployment problem were to be found, some means must be devised to stimulate industrial activity throughout the State. The committee resolved, therefore, to appeal to the patriotism of the people and by enlisting the co-operation of all classes in an effort to create work eliminate as far as possible the causes of unemployment. A publicity campaign was therefore authorized with this object in view.

This campaign was designed to arouse the interest particularly of all employers of labor, public and private. Circular letters, copies of which will be found elsewhere in this report,⁴ were sent to the commissioners of all counties and the mayors and city councils of all the leading cities. The condition of unemployment which the committee was endeavoring to combat was set forth in these letters and the recipients were exhorted to undertake at once all possible public improvements that would provide labor. Similar letters were sent to large employers of labor, pointing out that a concerted movement would restore confidence and revivify industry. The object was explained to all the com-



Finishing a Section on Stonewall Road. Work Prosecuted Under Supervision of Committee

mercial associations of the State, which were urged to organize what would be in effect local committees on unemployment.

Co-operation of the Press.

With remarkable unanimity and splendid patriotism the newspapers of the State lent their invaluable assistance to the campaign. The committee was without funds with which to purchase space in the papers, but practically without exception the editors of the State placed their columns at the disposal of the committee. Articles prepared under the supervision of the committee were published without cost in the news columns of the papers and a large amount of valuable advertising space was donated. Many editors gave their editorial support to the committee, adding their own arguments to the pleas of the committee for united action to stimulate industry and eradicate unemployment.

To make the campaign concrete, the committee designated the week of May 22nd to May 29th as "Pay-Up-Week." Through the

⁴See Appendix "C."

newspapers, through individuals and commercial associations, the committee urged every debtor to make a special effort during that week to liquidate his debts. It was pointed out that state-wide co-operation in the plan would start a flow of capital that would make the problem of unemployment far easier to handle. The plan was generally supported and the results were sufficient to confirm the committee in the belief that an appeal to the patriotism of the people would not go without response.

Permanent Results.

During the four months in which the committee was actively engaged in the distribution of the relief funds, it met the most sincere and earnest assistance on every side. The men who were given employment demonstrated beyond question by their loyal work that the committee was right in the assumption that what they wanted was not charity, but an opportunity to be self-supporting, and it may be stated emphatically that they gave full return for the money that was expended. The new roads which they were enabled to construct through the generosity of the Rockefeller Foundation at a time when state funds were not available are of permanent value to the state. The committee in accepting the proffer of the Rockefeller Foundation left the way open for the State, if it chose, to consider the funds which it placed at the disposal of the committee as a loan.

The members of the committee desire to express their deep appreciation of the value of the assistance rendered by Mr. W. L. Mackenzie King, representing the Rockefeller Foundation, in the work entrusted to the committee. His suggestions were always timely, and his counsel wise and helpful. We take pleasure in giving this public recognition of his most substantial contribution to the success of the undertaking.

The accompanying report of the treasurer of the committee, Mr. H. J. Alexander, will more clearly set forth how the funds were used.*

Respectfully submitted,

ALBERT A. REED,
Secretary.

*See Appendix "D."



A Finished Section of the Stonewall Road. Work Prosecuted Under Supervision of Committee

APPENDIX "A"

CORRESPONDENCE PRECEDING AND IMMEDIATELY FOLLOWING THE APPOINTMENT OF THE STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF.

Withdrawal of Strike Benefits.

The report of the Committee would be incomplete without a review of the incidents which led to its appointment. After the cessation of the coal strike in the Fall of 1914, the Mine Workers'



"Paying Off" 225 Men for Work on the Stonewall Road

Union for some months continued the payment of strike benefits. In February, 1915, however, these benefits were withdrawn and there being no demand for labor in the coal mines, privation at once became acute.

On February 20th, 1915, the following appeal was made to the President of the United Mine Workers of America:

"John P. White,

Pres. U. M. W. A., Indianapolis, Ind.

Striking miners of Las Animas County face starvation. Mass meeting in Trinidad ask support some weeks longer assistance absolutely necessary and immediately.

JOHN CUNDY, Chairman Comm."

On the same day the following communication was transmitted to Governor Carlson:

"At a meeting of the unemployed strikers at Trinidad it was the sense of the meeting that you be appealed to, to devise some means and ways by which men, women and children may escape starvation. Conditions here are desperate and require immediate remedies. Please give your earnest and immediate attention.

Committee."

No response was received from the appeal to the organization. The Governor instituted an investigation, and called upon the County Commissioners of Las Animas County to render all possible assistance.

Strikers Appeal to Mr. Rockefeller.

On February 22nd, 1915, the following telegram was sent to Mr. John D. Rockefeller, Jr., on the authority of a mass meeting of former strikers at Trinidad:

"At a mass meeting held Saturday night a committee was appointed to appeal to you for immediate relief. You have been liberal in your assistance to the starving Belgians. Why not aid the striking miners of Colorado, and their wives and children? Conditions are desperate. Miners want work or bread.

JOE RIZZI,
for the Committee."

In response to this appeal, the Trinidad Chamber of Commerce received the following letter:

"New York, N. Y., Feb. 25, 1915.

Trinidad Chamber of Commerce,
Trinidad, Colo.

I have received from Joe Rizzi of your city a telegram stating that at a mass meeting on Saturday a committee was appointed to appeal to me for immediate relief in aid of needy miners. At my request Mr. Welborn has had an investigation made and advises that Mr. Weitzel has reported to him that in a conference with several representative citizens of Trinidad including some of your senators, none of them could give the names of any former employees of the Colorado Fuel and Iron Company in need of help. As you doubtless know the company is seeking to do all that it properly can do for its former employees and their families. The co-operation of the Chamber of Commerce toward that end will be greatly appreciated.

JOHN D. ROCKEFELLER, JR."

The Chamber of Commerce immediately dispatched the following reply:

"Trinidad Colo., Feb. 26, 1915.

Mr. John D. Rockefeller, Jr.,
New York City.

In reply to your wire of the 25th we find that the local officials of the Colorado Fuel and Iron Company are doing all in their power to relieve the distress of its former employees. There is great distress among the working classes, caused by the recent trouble. We suggest that you could do a great deal for mankind by helping relieve the distress in this community among other than your former employees by enlarg-



Another Section of the Stonewall Road. Work Prosecuted Under Supervision of Committee

ing the scope of the work being done by the local officials of your company and we stand ready to co-operate with you in any way you suggest.

TRINIDAD CHAMBER OF COMMERCE,

F. J. RADFORD, Pres."

Under date of March 2nd, 1915, Mr. F. J. Radford, President of the Trinidad Chamber of Commerce, received the following communication from Mr. Rockefeller:

"Your telegram suggesting that I could do a great work for mankind by helping to relieve the distress of your community, would indicate that the need existing among miners and their families in Colorado has assumed such proportions and has become so acute, that the community itself is unable

to adequately meet it. So far as former employees of the C. F. & I. Co. and their families are concerned as stated in my previous telegram the officers of that company have expressed the hope that the company itself will be able to provide such relief as is necessary. If the civic and State authorities are of the opinion that what other mining companies, existing agencies, and local aid may be able to accomplish will prove insufficient to meet other cases of distress and that widespread suffering and want will ensue among miners and their families, unless assistance from without the state is provided, a situation would be presented which the Rockefeller Foundation might properly consider on representations from leading bodies and the Governor of the State as to the extent of their inability to cope with the need. I have already intimated to the officers of the Colorado Fuel and Iron Company that I should be willing to make a personal contribution to the company to aid it in relieving distress among its former employees should that become necessary, but without official representations in regard to the general distress I should fear that the citizens of Colorado might not welcome and that the Foundation would not be justified in action upon the suggestion made to me in your telegram to make the aid general."

Assistance of Governor Sought.

Mr. Rockefeller's communication of March 2nd, 1915, was carefully considered by the directors of the Trinidad Chamber of Commerce, and was then referred with copies of the previous communications to the Governor of Colorado.

Having carefully considered the circumstances in the situation, Governor Carlson invited Mr. F. J. Radford of Trinidad, President of the Chamber of Commerce of that City, Mr. H. J. Alexander of Denver, President of the First National Bank of Denver, and Albert A. Reed of Boulder to act as a committee on unemployment and relief, the appointment of the committee being announced in a letter addressed to the Chamber of Commerce of Trinidad under date of March 23rd, 1915, of which the following is a copy:

"To the Trinidad Chamber of Commerce,
Trinidad, Colorado.

Gentlemen: In response to the urgent appeal of your president, F. J. Radford, as well as to similar appeals by citizens and officials of other sections of the state, for relief for the unemployed, I have the following suggestions and remedies to offer:

Labor conditions are not bad in Colorado alone. There is distress in all manufacturing centers and the opportunity for employment is at the minimum throughout the country, so until farm work fully opens there will be little chance for



The Same Section of the Stonewall Road Completed. Observe the Snowy Range in the Background

our unemployed to go elsewhere and find work. Except for immediate relief public or private charity is economically as wasteful as it is abhorrent to the recipient. Our effort should be to give to the willing worker a chance to help himself by useful labor.

The State Highway Commission has already definitely outlined a plan of comprehensive and permanent road building and these highways pass through or are within convenient distance of the places where unemployment is congested. Unfortunately the initiated law providing for the one-half mill levy will not be operative until 1916 and while in this biennial period, 1915-1916, twenty-seven per cent of the total revenue of the state will be expended in road building, only four per cent will be available in this year, 1915. To help meet the present emergency the Highway Commission will begin work and apportion the pro rata share of the Improvement Fund so it can be used at once for road construction in the affected sections.

I understand that certain citizens and organizations have evinced a willingness to co-operate with the state to secure the more speedy completion of particular portions of scenic and other valuable highway; that other citizens and organizations have indicated an intention to co-operate with the state in the same work but primarily to provide immediate employment for distressed workers. I have appointed Messrs. F. J. Radford of Trinidad, H. J. Alexander of Denver and A. A. Reed of Boulder a committee on unemployment and relief to confer with all such individuals or organizations as to ways and means of providing employment and administering any relief funds. These appointees in co-operation with the State Highway Commission will seek to focus construction upon such places as will best carry out the purposes of the donors. A plan already developed by Mr. Radford, the chairman, of providing work in road building, which has been in operation for several weeks in the Trinidad District, will be continued and extended.

Yours respectfully,

GEORGE A. CARLSON,
Governor."

Governor Carlson's Order.

Governor Carlson thereupon issued the following executive order:

"ORDERED: That Messrs. F. J. Radford of Trinidad, H. J. Alexander of Denver and A. A. Reed of Boulder, be and they are hereby appointed a COMMITTEE ON UNEMPLOYMENT AND RELIEF on behalf of Colorado to confer with all interested individuals or organizations as to ways and means of providing employment and administering any relief funds. Said

Committee to co-operate with the State highway commission in seeking to focus construction upon such places as will best carry out the purposes of the Committee.

GIVEN under my hand and the Executive Seal this twenty-third day of March, A. D. 1915.

GEORGE A. CARLSON,
Governor."

The committee as designated in the executive order at once met and having organized, turned its attention to the task in hand. As has already been related, the committee ascertained from the State Highway Commissioner that there were practically no funds available for immediate use. Further inquiry developed information indicating that the committee could not hope to secure the needed funds from the State treasury, the revenue of



Berwind Camp—Before the Work of the Committee

the commonwealth being insufficient to cover obligations already incurred. In their consideration of these conditions, the members of the committee were reminded of the correspondence that had passed between the Trinidad Chamber of Commerce and Mr. John D. Rockefeller, Jr., and thereupon examined the various communications.

Negotiations with the Foundation.

The committee then secured a conference with Mr. W. L. Mackenzie King, special representative of the Rockefeller Foundation, who was then sojourning in Colorado. In response to inquiry by members of the committee, Mr. King stated that he could not extend any definite assurances that a grant could be obtained from the Foundation. He intimated, however, that in his judgment the way was clear for the committee to make representations to the Foundation and that he was confident that such

representations would be given the most careful and candid consideration. The subject was fully deliberated by the committee, and after extended discussion it was decided to prepare a formal communication to the Foundation.

The committee thereupon forwarded the following telegraphic letter to the Foundation on March 26, 1915:

“John D. Rockefeller, Jr.,
President, The Rockefeller Foundation,
26 Broadway, New York.

The undersigned have been appointed by Governor Carlson, a committee on Unemployment and Relief, to confer with individuals and organizations as to ways and means of meeting the distress which exists among the unemployed and their families in Colorado. Amongst other communications, our committee has had referred to it your telegram of the second instant in reply to the telegram of the Trinidad Chamber of Commerce making representations concerning the distress in that community. Trinidad is the center of the mining district of southern Colorado, and it is in this part of the State that the greatest need exists. For weeks past the Chamber of Commerce has been co-operating with the county authorities in an effort to provide employment for men out of work whose families are confronted with starvation. A system has been inaugurated of providing unemployed men with work on the public highways, payment being made by orders on local stores for food and clothing. These orders are being met by county warrants. In the mining districts of Northern Colorado, of which Boulder is in the center, there is also great distress among large numbers of families. A considerable sum has been raised there by private subscription to afford temporary assistance, but the private contributions and county funds available in that district are wholly inadequate to meet the existing need.

The State Highway Commission has outlined a comprehensive system of road building, and as these highways pass through or are within convenient distance of the places where unemployment is congested, Governor Carlson has arranged to have this year's improvement fund so apportioned that it can be used at once for road construction in a manner which will help to relieve the present emergency. Unfortunately, the annual half-mill levy for roads voted by the people last November under an initiated measure, will not be in effect until next year, and the funds available under this year's apportionment are limited. Our Committee and the Highway Commission are working in co-operation in such a manner as to further the Trinidad plan, which will eliminate the aspect of charity in the matter of

relief by giving the unemployed an opportunity to help themselves and their families.

We have been carefully estimating the resources available from all quarters, and are seeking to apportion them in a manner which will help to relieve distress wherever it exists throughout the State. Whilst the funds from individual, county and state resources, administered as described, will help materially to relieve the distress, our committee fears that, having regard for the extent of unemployment and the length of time it may be necessary to provide relief, such funds will prove insufficient to meet the need,



Berwind Camp, After the Completion of the Work, Under the Supervision of the Committee

and that unless further immediate aid is otherwise provided, widespread suffering and want will certainly ensue.

If upon these representations, the Rockefeller Foundation should feel justified in making a grant to supplement what is being done by the local and state authorities, our committee would endeavor to see that any funds contributed would be used exclusively for the purpose of relieving urgent distress, and be so utilized that, while primarily giving the unemployed an opportunity to help themselves and their families, would also ensure improvements of permanent benefit; if sufficient work can be secured for the men out of employment to provide the necessities of life for needy families during the next three months, we

contemplate that by the end of that time it should be possible for other employment to be secured, on the farm, in the mines, or elsewhere.

**STATE COMMITTEE ON UNEMPLOYMENT
AND RELIEF,**

F. J. RADFORD (Trinidad), Chairman,
H. J. ALEXANDER (Denver), Treasurer,
ALBERT A. REED (Boulder), Secretary."

The following reply was received by the committee:

Grant by Foundation.

"New York, N. Y., 2:45 P. M., March 30, 1915.

State Committee on Unemployment and Relief,

Albert A. Reed, Secy., Boulder, Colo.

Your telegram of March 25th with reference to the distress which exists among the unemployed and their families in Colorado is received. I note the expression of opinion by your committee that if the necessities of life can be provided during the next three months at the end of that time it should be possible for employment to be secured on farms, in the mines or elsewhere but that your committee fears that in the meantime the funds from individual county and state sources will prove insufficient to meet the need and that unless further immediate aid is otherwise provided widespread suffering and want will certainly ensue. Should this prove to be true the Foundation stands ready up to July first next to supplement the funds received from the above mentioned sources as may be necessary up to one hundred thousand dollars (\$100,000). Since Mr. King the director of the Industrial Relations Department of the Rockefeller Foundation is now in Denver the Foundation is requesting him to represent it in this matter in conference with you.

JOHN D. ROCKEFELLER, JR.,

President, Rockefeller Foundation."

Upon the receipt of this telegram, the president of the committee called a meeting which was held in Denver on Wednesday, March 31st, 1915. As suggested by Mr. Rockefeller, a conference was held with Mr. King, representing the Foundation. The members of the committee expressed their appreciation of the generous and timely response of the Foundation and directed the secretary to dispatch the following night letter:

March 31st, 1915.

"Mr. John D. Rockefeller, Jr., President,
The Rockefeller Foundation,
No. 26 Broadway, New York City.

Colorado Committee on Unemployment and Relief in session, Denver, expresses heartiest appreciation your generous tender of aid. We thank you for the prompt and timely response to our representations with respect to conditions of distress in portions of our State. We are at present in conference with Mr. King as to plans of work.

ALBERT A. REED,
Secretary."

APPENDIX "B"

Details of the plan of relief as worked out by the State of Colorado Committee on Unemployment and Relief.

Committee Outlines Plan.

After the receipt of the telegram of March 30th, 1915, from the Rockefeller Foundation pledging financial support, the com-



Road Building, Near Crested Butte, Gunnison County, Colorado. Work Prosecuted Under Supervision of Committee

mittee proceeded to consider the details of its task, and, aided by valuable suggestions made by Mr. W. L. Mackenzie King, agreed upon the following items:

"1. The work offered shall consist of permanent improvements on the public highways of the State and shall be carried on under the auspices of the county commissioners of the respective counties where it is done, subject

to the advice and approval of the members of the committee. The work shall be supervised by foremen selected by the county commissioners, subject to the approval of the committee.

2. Conditions of employment shall be as follows: Wages, 25c per hour, eight hours per day, payment to be made by orders drawn by the foreman in charge of the work addressed to any dealer in food supplies, shoes or clothing, such orders to be certified by the dealer and further certified by some bank or banker, then forwarded in the ordinary course of bank exchanges to Denver and there redeemed by the treasurer of the committee. In case of need, orders payable in cash may be issued to pay for team work, such orders being signed by a member of this committee. The use of cash orders will not be encouraged. Forms of orders were agreed upon and copies are hereto attached.

3. Employment will be offered to men who are at the present time residents of the locality where the work is done, men with families to be given the preference.

4. Funds will be in the custody of the treasurer of the committee and will be disbursed on orders as above mentioned, with the further understanding that, except in case of form orders, no funds shall be disbursed by the treasurer without the signature of at least two members of the committee.

5. The foreman in charge of the work shall be required to give a bond in the penal sum of one thousand dollars, to assure the faithful performance of his duties and to safeguard the use of form orders in his hands. He shall be requested to use ink or indelible pencil in filling the blanks in the orders, and shall file his signature with the banks in the vicinity of his work.

6. The county commissioners shall be requested to furnish tools, appliances, powder, road building equipment of every kind, including graders and rollers, road materials, and to pay the salary of the foremen in charge of the work.

7. It was estimated that the sum of thirty thousand dollars would be required to supply the needs of the committee and to accomplish its purpose during the month of April, 1915; that of this sum at least ten thousand dollars would be required in Las Animas County, at least six thousand dollars, and possibly seventy-five hundred dollars, in Boulder County, and at least four thousand dollars in Huerfano County.

Mr. King stated that the sum of thirty thousand dollars would probably be deposited by noon, April 1st, 1915, in the First National Bank of New York City, for the credit of the First National Bank of Denver, for the use of the committee.

The secretary was requested to write to the chairman of the board of county commissioners of Fremont and Gunnison Counties to ascertain the facts with reference to unemployment and need of relief in those counties.

The secretary mentioned the situation in Larimer County and stated that there is little need for relief among the residents of that county, but if the way is clear, there is important road work to be done and that a gang of twenty or twenty-five men of Boulder County, if available, could be profitably employed on such work. The suggestion was regarded with favor by the members of the committee.

It was also suggested that the committee could do effective publicity work throughout the state in stimulating employers of men everywhere to anticipate their needs and thus reduce the condition of unemployment and greatly aid in providing relief.



Road Building, Near Crested Butte, Gunnison County, Colorado. Work Prosecuted Under Supervision of Committee

It was agreed that the chairman and treasurer of the committee should see Governor Carlson Thursday morning and make inquiry as to whether funds are available to meet the expenses of the committee, such as printing, traveling expenses, cost of inspection, publicity work, etc."

Work was immediately organized in the counties of Boulder and Las Animas. The following letter from the secretary of the committee to the chairman of the board of county commissioners of Boulder County is a type of the letters addressed to the commissioners of all counties concerned in the work of the committee:

Letter to Commissioners.

Boulder, Colorado, April 1, 1915.

"Hon. S. A. Greenwood,
Board of County Commissioners,
Boulder, Colorado.

Dear Sir: Confirming my statement made this morning to the commissioners of Boulder County with reference to the work to be done under the direction of the State Committee on Unemployment and Relief, permit me to enunciate the regulations adopted by the committee, as follows:

1. The work shall consist of permanent improvements on the public highways and shall be carried on under the auspices of the county commissioners, subject to the advice of the committee. The work shall be supervised by foremen selected by the county commissioners and approved by the committee.

2. Conditions of employment shall be as follows: Wages, 25c per hour, eight hour days, payment to be made by orders drawn by the foremen in charge of the work, addressed to any dealer in food supplies, shoes or clothing, such orders to be certified by the dealer and further certified by some bank or banker, then forwarded in the ordinary course of bank exchanges to Denver, and there redeemed by the treasurer of the committee.

3. Employment will be offered to men who are at the present time residents of the locality where the work is done, men with families to be given preference.

4. The funds will be in the custody of the treasurer of the committee and will be disbursed on orders as above mentioned.

5. The foreman in charge of the work will be required to give a bond in the penal sum of one thousand dollars, to assure the faithful performance of his duties and to safeguard the use of form orders in his hands. He shall be requested to use ink or indelible pencil in filling the blanks in the orders, and shall file his signature with the banks in the vicinity of his work.

6. The county commissioners will be requested to furnish tools, appliances, powder, road building equipment of every kind, including graders and rollers, road materials, and to pay the salary of the foremen in charge of the work.

Yours very truly,

ALBERT A. REED,
Secretary."

The following instructions were issued to foremen in charge of the work, with a view of promoting the object for which the committee was organized and to safeguard the expenditure of the funds:

Instructions to Foremen.

"1. The object of our undertaking is to afford relief to unemployed men in Boulder County and their families. Only those men who are bona fide residents of the county on April 1st, 1915, should be employed, and married men are preferred.

2. It is the desire of the committee that the relief afforded be made as general as possible, and to accomplish this purpose it is suggested that, if expedient, a new group of men be employed the second week and still a different



Finishing a Section of Road in Crested Butte Region, Gunnison County, Colorado. Work Prosecuted Under the Supervision of the Committee

group the third week, if that is practicable, until every unemployed man in the district who desires to work and is able to do so has had an opportunity.

3. Foremen should take great care not to permit the book of orders to pass out of their possession.

4. Foremen should be careful to fill all blanks in the orders, using a waved line for any unfilled spaces. Use ink if possible, otherwise indelible pencil.

5. Use care in filling the stub as well as the order, so that we will have a complete record of all orders drawn.

6. Do not destroy spoiled orders. If a mistake is made in filling an order, or for any other reason an order is spoiled, do not destroy it, but attach it to the corresponding stub. In such a case write the word "spoiled" on your report opposite the appropriate number.

7. On the same day on which orders are drawn a report must be made on the appropriate blank showing the date of the order, its number, the name of the payee and the

amount in each case. This report is made in duplicate, one copy going to the chairman of the board of county commissioners, the other to Mr. H. J. Alexander, Treasurer, First National Bank, Denver. This report is made to guard against possible forgery or the issuance of orders in the name of foremen without authority. It is highly important, therefore, that the list of orders drawn be *prepared at the same time* that the orders are prepared, and that one copy of such list be *mailed immediately*, addressed to Mr. H. J. Alexander, Treasurer Committee on Unemployment, First National Bank, Denver, Colorado.

8. Foremen should file their signature with the banks in the vicinity of the work, so that the bank or banker taking the orders for deposit will be able to certify in the margin the genuineness of the signature of the foreman.

9. Foremen are expected to give bond, with satisfactory sureties, in the sum of one thousand dollars (\$1,000); form herewith.

Boulder, Colorado, April . . ., 1915.

ALBERT A. REED,
Secretary.

N. B: In case of doubt as to procedure, 'phone to the secretary, No. 127 Boulder; or No. 13 Boulder out of business hours."

Later the following form of certificate to be used and subscribed by the members of the committee in transmitting vouchers to the Rockefeller Foundation was approved:

"THE ATTACHED ORDERS, amounting to.....
.....dollars andcents,
were issued by authorization of the State of Colorado, Committee on Unemployment and Relief, prior to July 1st, 1915, and have been redeemed by the treasurer of the committee out of funds advanced by the Rockefeller Foundation.

The members of the committee hereby certify that these orders were given exclusively for the purpose of relieving distress by providing the necessities of life to individuals and families in need in the State of Colorado, and that payment thereof was made from the funds of the Rockefeller Foundation under the terms and conditions of the letter of its president of March 30th, owing to the insufficiency of funds from state, county, and individual sources to meet the serious and general need which exists, and only after all funds available to the committee from public and private sources had been exhausted.

....., Chairman,
....., Treasurer,
....., Secretary.
Denver, Colorado, 1915."



Rebuilding the Flagstaff Road, Near Boulder, Colorado. Work Prosecuted Under Supervision of Committee

Form of order used by the committee:

<p>STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF</p>	
<p>Date 1915</p>	<p>No.</p>
<p>In favor of</p>	<p>To any Dealer in Food Supplies, Shoes or Clothing: Please deliver supplies to the amount of dollars to (.....) in full payment for days (hours) work on roads in County. Foreman in Charge.</p>
<p>I hereby certify that I have delivered food supplies, shoes or clothing, at prevailing market prices for the above amount to the party named hereon.</p>	
<p>For days (hours) @ \$</p>	<p>Job</p>
<p>..... Dealer.</p>	
<p>Redeemable by H. J. Alexander, treasurer, at First National Bank, Denver, Colorado.</p>	

This order must be certified on the margin by a bank or banker
and endorsed by the payee and every other holder or collecting agent.
This order will not be redeemed after thirty days from date of issue.

It is hereby certified that the signatures of the Foreman and
Dealer are genuine and that the dealer is a reputable tradesman.
..... Bank or Banker.

APPENDIX "C"

Publicity Material Authorized by State of Colorado Committee on Unemployment and Relief.

Publicity Campaign.

Simultaneously with the actual distribution of the relief funds by means of road work, the committee carried on a propaganda for the purpose of stimulating industrial activity throughout the state, in the hope of restoring as far as possible normal conditions before the relief fund was exhausted. It was the conviction of the committee that the people of the state would respond to an appeal to their patriotism, and the sequel



Rebuilding the Flagstaff Road, Near Boulder, Colorado. Work Prosecuted Under Supervision of Committee

demonstrated that the confidence of the committee was not misplaced. In a spirit of the most laudable helpfulness the newspapers of the state co-operated heartily with the committee by giving freely of their space for the publication of the various appeals of the committee.

Public Appeal.

The first general article directed to all the people of the state was published in the papers of the state as follows:

COLORADO APPEALS TO EVERY CITIZEN.

There comes a time in the history of every state when, to save itself from disaster, it must call upon the patriotism of its people. In such a time men lay aside the little fears by which their deeds are restrained, and acting in a big way, as a unit they accomplish results far beyond the ability of the disorganized

mass. In Europe today millions of men are performing wonders of which they did not believe themselves capable a few months ago because they have been welded by patriotism into great armies actuated by a single purpose. If the heroism, the personal sacrifice, the almost superhuman energies they are wasting in war were expended for the ends of peace and prosperity, there would be no limit to the good they might attain.

COLORADO FACES AN EMERGENCY.

Colorado now faces a need that in its way is quite as great as that which confronts any belligerent nation of the Old World. There are hundreds of men out of employment. Women and children in many counties are in want for the bare necessities of life. The road work that has been undertaken in the coal mining counties through the assistance of the Rockefeller Foundation is only a palliative. A permanent solution must be found. A permanent solution can be found, for within the state there are resources sufficient to abolish all poverty, to give every man a position, to preserve every woman and every child from starvation.

The suffering and the distress that exist in the state are felt by every inhabitant. There is no business, no industry that does not reflect in decreased receipts the pinch of destitution in the homes of the poor. If work is found for idle men, if they are given the opportunity for productive labor for which they ask, there is no business, no industry in the state that will not experience the resultant benefit.

THE STATE CALLS FOR PATRIOTS.

The State of Colorado as a public entity will do its part. As much as possible of the public revenue will be devoted to immediate public improvement. The funds at the disposal of the state highway commission will be used to build roads in those sections of the state where the suffering is most acute. Unfortunately there is only a small amount of money available and the state now calls upon all its people, particularly upon those who are leaders in commercial and industrial life, to do their share to create work.

It is not alone the miners of Huerfano and Las Animas and Boulder Counties that need work. It is not alone the idle men of Denver, Pueblo, Grand Junction or any other city that need work. COLORADO NEEDS IT, and the employers of labor are the ones who can furnish it if they act now as one man and do the things they would do if they could say to themselves, "Times are good."

COLORADO APPEALS TO YOU.

Colorado appeals to you, employers of labor! Undertake now the enterprises you have planned in your mind! Make the improvements now you would like to make! If you have not



Completed Section of the Flagstaff Road, Near Boulder, Colorado

planned extensions and improvements, take counsel with yourselves and your neighbors to advance your own prosperity, and in so doing you will help to bring prosperity to all. With confidence in ourselves and faith in the future of our state, we can restore prosperity, and the unemployment problem will be solved without recourse to charity.

Colorado needs your activity. Can she depend upon you?

THE STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF.

This was followed by an article directed to employers of labor as follows:

Appeal to Employers.

"To the Employers of Labor of Colorado:

It is unnecessary to call your attention to the widespread condition of idleness that afflicts the state. You are thoroughly conversant with the situation. You know that there are thousands of men without employment and even without the prospect of employment. This not only entails great suffering and destitution among those who are unemployed, but it is a condition that grows worse the longer it is permitted to exist.

Believing that the welfare of the state demanded some sort of organized action to secure relief, Governor George A. Carlson has appointed the State of Colorado Committee on Unemployment and Relief to study the problem and, if possible, find a solution. The most pressing need is being alleviated through the Rockefeller Foundation, the State Highway Commission and various county authorities. Unfortunately the state has not a great deal of money available for the purpose and other methods of relief must be discovered. The committee feels that the object for which it was called into being will not be attained if it confines its efforts merely to providing food and clothing for those who are in actual want. The committee desires to stimulate activity in all branches of business and industry. Nothing short of this will permanently settle the question.

The committee is confident that with the earnest co-operation of the leaders of business and industrial life this object can be realized. A re-vitalization of business will not only eradicate destitution, it will restore prosperity in which employer and employe can share alike. The first step, it seems to the committee, should be an organized effort on the part of capital to restore confidence. The committee believes this can be done.

In very truth there is no state in the union that has a brighter future than Colorado, for no state has greater resources. In mining, in agriculture, in industry of all kinds

it has wonderful possibilities. Added to these is the assurance of hotel and railroad men that the coming summer will be the biggest tourist season the state has ever had. Is it not possible to anticipate the future a little? Is it not possible for employers of labor by acting now to hasten the return of prosperity?

The committee believes that this is possible. United action is certain to bring results. Depression cannot continue in the face of a determined will on the part of employers to abolish it. If every man to whom this appeal is sent were to lend his moral support, the task would be half accomplished. If one-half of the men to whom it is sent lend their active support, success will be inevitable.

It is the earnest hope of the committee that it may depend upon your active co-operation and assistance in its effort to solve this most vital problem. Any suggestions you may offer will be gratefully received.

THE STATE OF COLORADO COMMITTEE ON
EMPLOYMENT AND RELIEF,

Boulder, Colorado, May 14, 1915.

By A. A. REED.

In an effort to enlist the co-operation of all public officials, the following circular letter was addressed to city and county officials:

Appeal to Public Officers.

"Gentlemen: A poor fund is not an investment for any county. But a good road fund is. A bread line at the poor farm is a sign of retrogression. A 'dinner bucket brigade' on the highways is a sign of progress.

It is better for a county in which many men are out of employment to find work for them to do instead of depending upon charity, public or private, to provide for them.

When a large number of men are idle, they constitute a drain upon the whole community. Their unproductiveness reflects itself in every line of business by cutting down profit. When men are out of work, they cannot purchase for themselves and their families the things they would purchase if they had employment, and thereby they lessen the demand for all the products of labor. When the demand is lessened, the opportunity for labor is lessened and more idleness is created. The effect is cumulative and the longer it lasts the worse it becomes, generating finally a psychological condition that prolongs the depression.

On the other hand, when men are working in all lines they are able to purchase more than what is necessary for mere subsistence. They increase the demand for the product of labor and thereby increase the opportunities for labor and create more demand for labor. The effect here is also cumulative.



A Section of Road in St. Vrain Canon, Boulder County, Colorado, Before Work Was Done

When, therefore, a condition of unemployment arises in a county or state, the only way to cure that condition is to find work for the jobless. It is, of course, a difficult thing to do, but only because there has never been any united effort on the part of all classes to provide work. The great mass of business men, of corporations, private and municipal, of all employers of labor, is disorganized and every individual is afraid to act, because he doesn't know how others are going to act. But if every business man and every corporation knew that every other business man and every other corporation were going to make a distinct effort to expand business, confidence would be restored and conditions would at once become normal.

This, then, is what the State of Colorado Committee on Unemployment and Relief is now trying to do so far as Colorado is concerned. It is trying to organize the mass of Colorado employers of labor, private and public, for prosperity. It asks for 'a long pull and a strong pull—all together' for prosperity. The appeal is being made to the whole state to do something NOW to provide work.

County officials can start the prosperity ball rolling by ordering AT ONCE necessary public improvements. There is not a city or a county in the whole state that cannot do something. There is not a county that cannot improve its roads and bridges, for example. If this is done now, the first and the longest step will be taken toward abolishing the unemployment problem in this state.

Let us ask you, therefore, to call a meeting at once of your county board to consider the problem of work and to decide what you can do. Call a meeting of the business men of your county and let them discuss the problem. Organize NOW for prosperity. **THE STATE IS BEHIND YOU.** This letter is being sent to every county and every city in Colorado. The whole state is being organized to banish idleness, and if you do your part now, Colorado, within a month, will be the most prosperous state in the union.

DON'T DELAY. ACT NOW. The results will surprise you. Colorado calls you. Will you answer?

**STATE COMMITTEE ON UNEMPLOYMENT
AND RELIEF,**

By
Secretary."

Following up these appeals, the committee then launched the "Pay-Up-Week" plan with the following letter to commercial associations:

Pay-Up-Week.

"Colorado asks the co-operation of every citizen of the state to the end that the returning flow of prosperity may be brought to a full tide. Particularly it appeals to those who, having current debts, are well able to meet them. Such debts should be paid in full, and at once. The state also appeals to those who, though they may be hard pressed for cash, may by a special effort now clear up their outstanding accounts in whole or in part.

It is a patriotic duty that every man owes his state, to stand free from floating debt, especially at this time when there is much unemployment. With just as much earnestness as could be embodied in a call for volunteers for an army, and in the presence of an emergency that in its way is quite as great as war, the state makes this appeal. Destitution and suffering follow in the wake of hard times as well as in the wake of war. It makes no difference from what cause a man and his wife and children are deprived of the necessities of life, their suffering is the same. The call for relief is just as insistent, just as important.

If it is a good and noble thing to contribute out of a surplus for war sufferers in Belgium or Poland, it is equally noble to contribute for the relief of sufferers in Colorado. In this state, however, what is asked is not contributions from a surplus, but the payment of just debts. If it can be made clear to you that the prosperity of the state and the relief of destitution depends upon the adjustment of your financial obligations, are you the one to neglect the call of the state? We think not. We believe that every citizen of Colorado will do all in his power to clean his financial slate during Pay-Up-Week, May 22nd to May 29th.

When merchants are unable to collect the accounts that are owing them, they are forced to curtail their enterprises. Sometimes they are compelled to reduce wages, or to lay men off, to reduce expenses in a hundred ways. When merchants are thus economizing, manufacturers in all lines are affected. They too must economize by reducing their output and discharging employees. The results show themselves in every sphere of business activity and produce hard times.

But on the other hand, when merchants are able to make collections, they are able to pay good wages and to enlarge their businesses. Manufacturers get larger orders, and to fill the orders must increase their output, and to increase the output must employ more men. Likewise, when professional men and laborers in all walks of life are receiving the money that is due them, they are able to live normally without depriving themselves of the things they want. Thus they create a demand for all the products of



Rebuilding Road in St. Vrain Canon, Boulder County, Colorado. Work Prosecuted Under Supervision of Committee

labor and consequently they create the opportunity for labor.

The first step, therefore, to bring about a return of prosperity is to induce everyone to pay his current floating indebtedness. That is why the state of Colorado Committee on Unemployment and Relief has set aside the week of May 22nd to May 29th as Pay-Up-Week. If the response is as general, as genuine and as patriotic as it ought to be, the first and most important cause of hard times will have been abolished.

If Colorado were in need of an army to repel an invader, there would be no lack of volunteers. Why should there be laggards when the call is for a prosperity army? You would not hesitate at any sacrifice if your state needed you on the field of battle. Why hang back when she needs you in the financial clean-up campaign?

If every citizen of Colorado were to make a sincere effort to pay up his debts during Pay-Up-Week, destitution and suffering in Colorado would cease and the unemployment problem would be solved.

The state calls you to join the Prosperity Army. Will you volunteer? Colorado expects every man to do his duty during Pay-Up-Week.

Space Advertisements.

The following samples of the space advertisements of the committee will indicate how the committee sought to win the people to its object:

COLORADO NEEDS MEN!

She needs men of COURAGE, men of FAITH, men of ENERGY to Help Solve Her Unemployment Problem, to Help Banish Idleness and Poverty From the State.

Colorado is almost five times as large as Belgium and Holland combined, but has less than one-twelfth of the population of those two countries. She has resources sufficient to support every soul in those two kingdoms in prosperity and peace, yet she is afflicted with poverty and distress because the people who are living here are not making use of the wonderful bounty nature has provided.

There should be no idleness in Colorado. It can be abolished if the men of Courage, Faith, and Energy who are now in the state will unite to work for Colorado.

IF THIS NATION WERE GOING TO WAR

There would be no lack of patriotic volunteers in Colorado. But Colorado doesn't need soldiers. She needs PATRIOTS OF PEACE.

COLORADO NEEDS MEN WHO WILL WORK FOR HER PROSPERITY By Doing the Ordinary Everyday Work That CAN Be Done. WILL YOU VOLUNTEER?

THE STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF.

COLORADO CALLS YOU TO HELP HER!

With resources greater than those of any other state, with unlimited opportunities for labor and capital, and standing on the threshold of the greatest tourist season in her history, she has unnecessary idleness, unnecessary poverty, unnecessary distress.

All that is needed to abolish this idleness and thereby end this distress is courage, COURAGE to take advantage of the wonderful opportunities the state affords.

Business men, merchants, employers of labor of all kinds and laborers in every walk of life can help to

BRING PROSPERITY BACK TO COLORADO

By uniting now to work and talk prosperity. You can help yourself and help your state by undertaking NOW to do the work that ought to be done, the work you would like to do. HESITATE NO LONGER! DO SOMETHING! COLORADO NEEDS YOU.

WHAT WILL YOUR ANSWER BE?

THE STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF.

THE UNEMPLOYMENT PROBLEM IS LARGELY PSYCHOLOGICAL.

It will respond to mental treatment. IF employers of labor everywhere would order to be done NOW the things they would like to see done; IF they would make the improvements they would like to make; IF they would do the work that OUGHT TO BE DONE. Idleness Would Vanish, for they would

CREATE WORK FOR EVERYBODY.

Banish Fear! It paralyzes everything. It is fear that retards the prosperity of the state. People are afraid to buy. People are afraid to undertake anything new. People are afraid to do the ordinary business things they would do in normal times. There is no real reason for this fear. IN COLORADO THERE IS NO



A Completed Section of Road in St. Vrain Canon, Boulder County, Colorado

PLACE FOR FEAR. Colorado has the RESOURCES and it has the MEN to make those resources count.

LET'S ALL GET BUSY NOW.

If everybody will do his part NOW there will be no unemployment problem in Colorado.

WILL YOU DO YOUR PART?

THE STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF.

PAY-UP-WEEK IS HERE; ARE YOU ALL READY?

There is no community in Colorado so prosperous that it cannot stand a little more prosperity. And those communities which are prosperous should do their best to help those less fortunately situated by laboring to make general conditions better. That is why the whole state should unite in the financial clean-up campaign of May 22 to May 29.

There are some cities and counties in Colorado where there is no unemployment problem and where the course of business is following the normal course. But if even a higher degree of prosperity can be developed in these happy sections of the state, those other sections which are in dire need will feel the benefit. Let us develop the sense of the unity of the state. Colorado is one. Let us not forget that, and if by any simple method we can advance the interests of the whole state, let us not fail to adopt that method.

It is neither a good moral nor a good patriotic principle to overlook the needs of others because we ourselves happen to have all we want. Therefore, let all Colorado pull together for a general improvement of business conditions. There are sections of the state where the unemployment problem is keen, but if business can be stimulated all over the state, this problem will solve itself.

The Pay-Up-Week plan will stimulate business because it will put money in circulation. The state of Colorado Committee on Unemployment and Relief asks every citizen wherever he may be situated to impose upon himself during this week the task of putting money into circulation. Then it will be possible for business and industry to expand. Then it will be possible for every idle man to find a job. It is a simple and patriotic duty.

Help to organize Colorado for prosperity by paying up at least a portion of your debts during Pay-Up-Week, May 22 to May 29.

THE STATE OF COLORADO COMMITTEE ON UNEMPLOYMENT AND RELIEF.

YOU'RE FOR COLORADO.

Whatever may be your station in life, employer or employe, merchant or clerk, capitalist or laborer, you're for Colorado. Because whatever helps Colorado will help you. Whatever tends to make Colorado more prosperous will make you more prosperous. Whatever injures Colorado, injures you.

You can't get away from that. If there is poverty and privation in Colorado, you are BOUND to feel it in some degree. If there is plenty and peace in Colorado, you are BOUND to feel that also.

Therefore, it should be your pleasure and your continuous aim to help Colorado, because in helping the state you help yourself. The state now gives you an opportunity to help, by extending to you the opportunity of co-operating to make Pay-Up-Week a success. It is one of the simplest yet most complete plans ever suggested to restore full prosperity to a state that has been suffering from business depression. It will solve all the problems that arise out of business lethargy, because it will banish lethargy by bringing about a movement of capital.

Pay-Up-Week will bring out the dollars that have been hidden away through fear, and when dollars begin to roll, prosperity comes.

Get behind the Pay-Up-Week campaign.

You're for Colorado.

A GRAND IDEA—PAY-UP-WEEK.

The committee appointed by Governor Carlson on unemployment and relief has offered one suggestion to the various communities in the state which should meet with a good deal of favor, especially among the business men of Colorado.

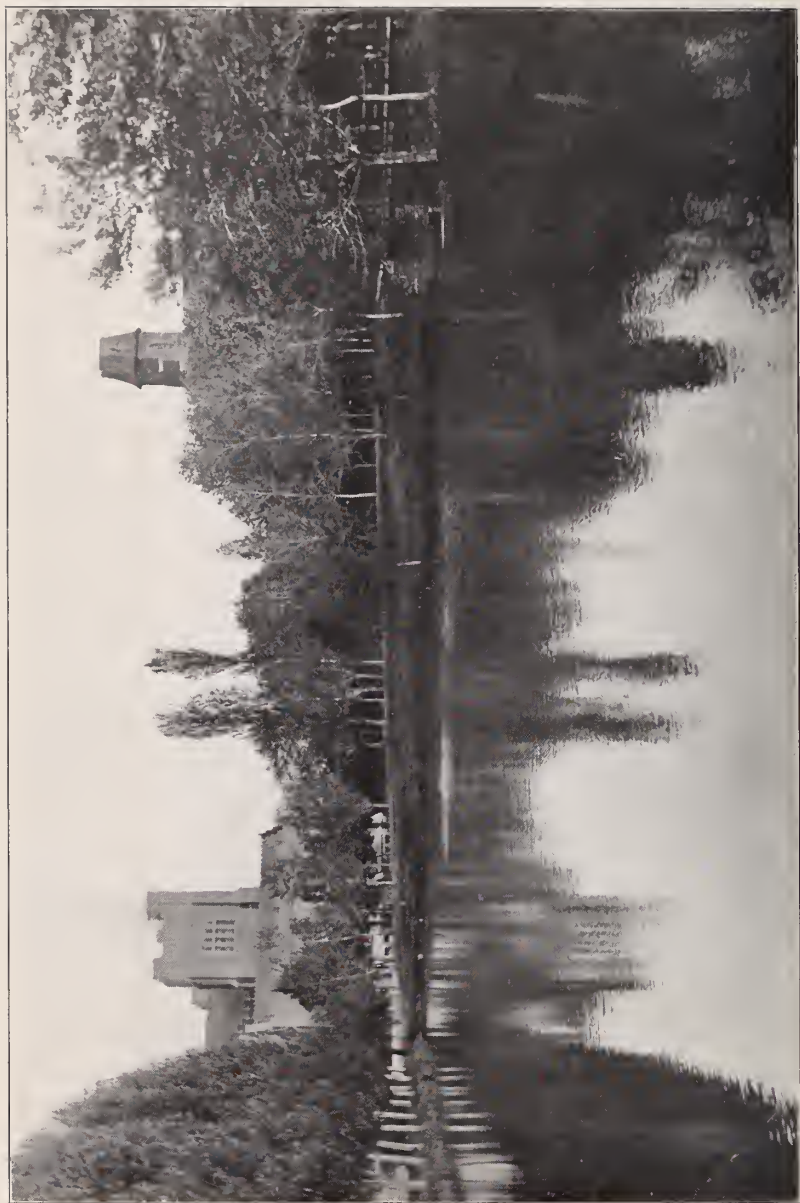
They suggest that the week of May 22 to May 29 be declared a PAY-UP-WEEK in every city and town of Colorado. During that week every debtor will be asked to pay up as much as possible of his current obligations. The committee puts it this way:

"If all over this state during the week of May 22 to May 29, the men in every walk of life who owe money, were to walk into offices of their creditors and say: 'Here, I want to pay up part of that old debt,' a wave of prosperity would swell up in the state and spread out over the country. The carrying out of this PAY-UP-WEEK plan by every commercial association would mean the absolute and complete abolition of hard times in Colorado."

Every business house in the city, including the newspaper offices, has a large number of unpaid bills upon its books. In some instances, those who owe the bills are not able to pay; but in many other cases, the debtors are able to pay, but are slow or careless. But nearly everybody owing bills, should pay at

least a part of them. Therefore, it is to be hoped that this PAY-UP movement will become very general in Colorado Springs as well as in other sections of the state. People need not wait until the last week in May. They can begin now.

But it is absolutely certain that a general purpose upon the part of everybody to pay his debts, big and little, either in whole or in part, during the next thirty days, would have a wonderfully stimulating influence upon business conditions throughout Colorado.—*Colorado Springs Telegraph*.



Campus of University of Colorado, Where Work Was Done Under Supervision of Committee, in Rebuilding Roads and Sidewalks

APPENDIX "D"

STATE COMMITTEE ON UNEMPLOYMENT AND RELIEF:

Gentlemen: I give you below an itemized statement on receipts and disbursements of funds under my supervision, as follows:

RECEIPTS

Foundation fund	\$ 99,984.59	
Boulder County	978.09	
Las Animas County (by F. J. Radford) ..	550.00	
	<hr/>	
Total		\$101,512.68

DISBURSEMENTS

Labor Vouchers Issued by—

Las Animas County	\$ 54,176.28	
Boulder County	*27,431.59	
Huerfano County	11,838.86	
Fremont County	3,776.70	
Gunnison County	3,000.00	
Garfield County	746.00	
	<hr/>	
Total		\$100,969.43

	\$	543.25
Check to F. J. Radford.....		416.00
	<hr/>	

Balance on Hand.....	\$	127.25
----------------------	----	--------

Outstanding Vouchers—

Las Animas County.....	\$	45.25
Boulder County		54.00
Huerfano County		14.00
Fremont County		6.00
Gunnison County		8.00
	<hr/>	
Total	\$	127.25

Respectfully submitted,

H. J. ALEXANDER,

Treasurer.

*Note by Secretary: A portion of the amount shown by the above statement to have been disbursed on vouchers issued by Boulder County was, in fact, used in Weld County, i. e., \$1,650.00.

The secretary of the committee expresses appreciation of the valuable assistance rendered by Mr. Joseph C. O'Mahoney of Boulder in the Publicity Campaign and in the preparation of this report.

All of the foregoing is respectfully submitted.

ALBERT A. REED,

Secretary.

Date Due

[illegible]

~~331.8~~

~~C71~~

~~P4048~~

University of Colorado Libraries
Boulder

RECEIVED

JAN 28 1997

STATE PUBLICATIONS
Colorado State Library